

The Office of The Adjutant General
South Carolina Military Department
1 National Guard Road
Columbia, South Carolina 29201

12 January 2011

MEMORANDUM FOR: The Military Department of South Carolina

SUBJECT: Command Philosophy

1. The purpose of this memo is to define my philosophy of command in broad terms and to provide some specific guidance to assist you in supporting my philosophy. Once you have read this philosophy, I expect you to share it and your philosophy with your people. Too often, we expect our people to know what we want and then we are disappointed when they do not deliver what they did not know to deliver in the first place. I do not intend to set goals and objectives with this document. In the future, we will produce an updated vision and goals for the South Carolina National Guard. As we look at this great organization, we will take care to preserve those things that keep us great and improve in an evolutionary manner those things that can make us even greater.
2. I am in the military because I love my country and I love the standards and values of the military. We exist to serve the people of our great state and the United States. Everything we do either serves the people of our state and nation or our troops and families. The traditions and lineage of the National Guard and our State define our current place in history. We need to honor our heritage and strive to create our own legacy. The strength of any organization lies in its people. When we fail to take care of our people and we fail to properly train them, we create a hollow organization that cannot accomplish its mission. The vast majority of people want to do their best. If they fall short, normally you find that the leadership failed to properly challenge them or failed to treat them with dignity and respect.
3. The Vision of the South Carolina National Guard is "Community-Based, Relevant, Ready... to meet the challenges of the 21st Century." Our communities have always been the mainstay of the South Carolina National Guard. We must take care to involve our communities, families and employers. We gain our strength from them. We must train to remain relevant and provide the highest quality and most cost effective means for accomplishing our federal and state missions. As the National Security Strategy changes and as our State's needs change, we must be flexible enough to continue to be that high quality and low cost solution. If our training is not up to standard, if our equipment is not functional or if we do not have sufficient strength, we can be relevant but we would be useless. Our families and we must always be ready. It is our solemn duty to our troops, our state and our country to always have our units prepared to perform their missions at or above all Army Standards.

4. What can you expect from me? I will try my best to live up to my philosophy of command. I know I have to earn your respect. You have my respect because you wear the uniform or are a civilian dedicated to service. If you perform, you will succeed. None of us are perfect, and I do not expect perfection. I will let you make mistakes if they are made for the right reasons. I will always listen to you and make the best decision for the mission, troops and families. We can succeed only as a team supporting each other. I will uphold my part and be the team leader.

5. What are my personal and organizational imperatives?

a. Our Federal and State Missions. Our nation and state depend on us.

b. Care for our troops and families, especially those who have been hurt by the demands of their nation. Know your troops' personal business. React aggressively to a missing or an unhappy troop. Let troops know that you care about them as people. Personnel problems are normally the fault of the leaders. Take care of your people and fix personnel problems. You will find other problems are minor in comparison. Make sure you care for yourself and your family. Balance is a key element of good leadership.

c. Using the National Guard to positively affect our community and the economy of our state.

d. Being fiscally responsible and using all our resources to effectively and efficiently accomplish our mission and care for our people.

e. Full involvement by all stakeholders and full transparency. No silos/stovepipes and no secret backroom meetings.

f. Adherence to the Army Values or Air Force Values – Speak of them often to your troops.

i. Loyalty – Bear true faith and allegiance to the U.S. constitution, the Armed Forces, and other troops. Be loyal to the nation and its heritage. If you cannot be loyal to your people and to me, leave. We are in this whole thing together. We must honestly communicate with each other, but we must support each other. If we don't support each other, the integrity of the whole unit collapses.

ii. Duty – Do your job to the best of your ability. The Army says that Duty is the legal or moral obligation to accomplish all assigned or implied tasks to the fullest of your ability. Every person must do what needs to be done without having to be told to do it. Duty requires a willingness to accept full responsibility for your actions and for your Soldiers' performance. It may require putting the welfare of the nation above your own.

iii. Respect – Have respect for yourself and others. Treat others, as you want to be treated. Do not spread rumors about others. If someone is a problem, deal with him or her. Otherwise, support each other.

iv. Selfless Service – Ours is a mission of service to our state, nation, troops and families. Put the mission above yourself. Take care of others first. You will come out a winner.

v. Honor – We live our values and people know us for what we do and not what we say. You set the example.

vi. Integrity – Do what is right even when no one is looking. We must be able to trust each other with our lives. Be careful about what you promise or agree to do. You will be held to that commitment or be forced to go back on your word. Be careful about what you sign. When you sign something, it means you are the author. Don't let someone else be the guardian of your integrity.

vii. Personal Courage – Have the guts to say and do the right thing for our mission and our troops. You must have the courage to do the right thing. You should be willing to lay your life on the line for what is right. Our troops do it everyday.

g. For my organization to be made of leaders. Leadership is influencing others to accomplish the mission by providing purpose, direction, and motivation. It is an awesome responsibility.

h. Enthusiasm and Aggressiveness - Be obnoxious with your enthusiasm. Always lead. Stand up and say what needs to be said.

i. Life by the Warrior Ethos. We are all part of a team of lethal warriors dedicated to preserving and defending the Constitution of the United States. We expect each other to live by the four Tenants of the Warrior Ethos:

i. Always place your mission first;

ii. Never accept defeat;

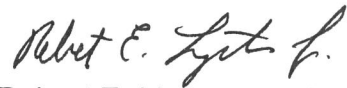
iii. Never quit;

iv. Never leave a fallen comrade.

6. No matter what leadership position you hold, you are important. Your decisions influence the lives of troops and the life of the nation. In war, the heroes are the leaders. All units are the same; just their leaders are different. Dare to be a leader among leaders.

7. I am honored to serve in the best National Guard and in the best military in the world. We have a lot of challenges ahead, but we have the people who will make those challenges the basis of our future greatness. I follow a succession of great Adjutants General who have made the National Guard what it is today. Together we will continue and expand on that tradition while we serve the people of South Carolina and the United States.

See you on the high ground.

A handwritten signature in black ink, reading "Robert E. Livingston, Jr." in a cursive script.

Robert E. Livingston, Jr.
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